



# Minutes

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## BOARD OF DIRECTORS' MEETING OF PEGASUS ACADEMY TRUST

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Friday, 26<sup>th</sup> of April 2019 at 1:30 pm, Community Room, Upper School Site,  
Cypress Primary School

Name	Position	Status
Kevin Smith	Co-opted Director (Chair) / Member	Present
Richard Hill	Co-opted Director / Member	Present
Fiona Fearon	Co-opted Director	Present
Gary Griffin	Co-opted Director	Present
Ian Patterson	Co-opted Director	Apologies
Nina Pogossova	Co-opted Director	Present
Shelley Davies	Local Authority Director	Apologies
Jolyon Roberts	Executive Principal / CEO	Present
Lynne Sampson	Executive Principal	Present
Jo Ridge	Chief Finance Officer (CFO)	Present

	ITEM	ACTION LOG NO.
	<b>Administration</b>	
1.	<b>Apologies for absence</b>  Apologies for absence were received from IP and SD and these were consented.	
2.	<b>Confirmation of quorum</b>  The meeting was confirmed to be quorate.	
3.	<b>Declaration of any conflict of interest with items on the agenda and changes to register of interests</b>  There were no conflicts of interest declared, nor changes made to the register.	

<p>4.</p>	<p><b>Board membership changes</b></p> <p>The Chair confirmed to the Board that GG had agreed to stay on for another term as a co-opted director of the Trust.</p> <p><b>RESOLUTION: The Board agreed that GG be appointed for another four year term as a director of the Trust.</b></p> <p>SD is still in discussions with the Trust over whether she will continue as a director.</p>	
<p>5.</p>	<p><b>Minutes of the previous meeting (15<sup>th</sup> of February 2019)</b></p> <p>It was noted that in item 6, it should have read “Change the letterhead to Executive Principals”, not to Executive Head.</p> <p>Confidential minutes of 14<sup>th</sup> of December 2018 were also agreed.</p> <p><b>RESOLUTION: The minutes were reviewed and it was agreed that they constituted a true and accurate reflection of the meeting. The main and confidential minutes were signed by the Chair.</b></p>	
<p>6.</p>	<p><b>Matters arising not discussed elsewhere and Action Log</b></p> <p><u>Matters arising</u></p> <p>Directors discussed the matter of MACs attending Directors’ meetings as raised by MD, chair at CYP. It was agreed the “rules of engagement” needed to be set down within the governance document in order to ensure that meetings continue to run smoothly and that confidentiality is respected.</p> <p>It was agreed to trial the attendance at the July meeting to see how it goes and then make a firm decision for the next academic year.</p> <p><b>ACTION: JR and RH to review and update the governance document to reflect these changes.</b></p> <p><b>ACTION: Add attendance of MACs at Directors’ meetings to the next agenda.</b></p> <p><b>ACTION: Add feedback from MACs’ and Directors’ Day to next agenda.</b></p> <p><u>Action Log</u></p> <p>Item 056 is on the agenda for this meeting and can be closed.</p> <p>Item 057 has been discussed at SLT meeting and can therefore be closed.</p> <p>Item 067 is still pending.</p> <p>Items 074 to 076 are on the agenda and can therefore be closed.</p>	<p>078</p> <p>079</p> <p>080</p>

	Trust-level items	
7.	<p><b>Strategy and future development of Trust</b></p> <p><u>Holiday extension in October half term</u></p> <p>The CEO reported that there has been an appetite for the proposed extension of the half term holiday from both parents and staff members and explained that the proposal was for a longer school day and two weeks holiday in October. The extra time in the school day will allow for more reading time; also the Daily Mile, and other activities.</p> <p><b>ACTION: Conduct a formal survey (staff and parents) prior to the meeting in July.</b></p> <p><b>ACTION: Add to July’s meeting agenda.</b></p> <p><u>Pitch to local school</u></p> <p>Directors agreed that the Lanfranc experience had positively benefited the Trust in that they were able to draw a definitive line in the sand and proceed no further with the pitch to the local primary school. The EP reported that ultimately the school felt that there was insufficient autonomy given to the school under the PAT model and that was the reason why they went with another trust.</p> <p>Directors agreed that the school would have been a good addition to the Trust but that PAT would not suffer due to the decision. Directors questioned why the school had gone to another Trust. The CEO explained that they had gone with a Trust that was more geographically disparate which gave the school the autonomy they wanted. The school was not keen on the Head of School model used by PAT.</p> <p>Directors discussed whether they should review the standard presentation that the Trust gives to prospective schools to see how the Trust is presented and to make suggestions for changes.</p> <p>To date, the Trust has grown by supporting schools in difficulties, which is its strength. The directors said that they would like to consider the presentation with respect to “Good” or better schools as this would require a different approach.</p> <p>A suggestion was made to show the presentation to MACs so that they can also consider how the Trust is being marketed; they may be able to make suggestions regarding items that may help sway the decision towards PAT.</p> <p>The CEO explained that he focuses on Staff Development in particular as he feels that this is a significant factor in the decision. He explained that BN from CYP attended the presentation to provide the parents’ point of view from a new school’s perspective, PR from EPS attended as well in order to explain the Head of School model and its advantages.</p> <p>In summary the directors agreed that they were open to new schools joining the Trust, particularly “good” schools, but that a secondary school is on the back burner at the moment.</p>	<p>081</p> <p>082</p>

<p><b>8.</b></p>	<p><b>Report from the Finance Committee</b></p> <p>The financial situation at the Trust was summarised briefly; directors were reminded that the Trust had had a £600K deficit in their budget of July 2018; this had been reduced with revisions, cost savings and new funding to a budget deficit of £200K in February. All agreed that there would continue to be funding issues going forward but that there had been lots of hard work completed in getting the deficit reduced on such a scale.</p> <p><u>EPS</u></p> <p>The restructure has been completed; one Employment Tribunal appeal is expected to be received shortly. The CEO stated his belief that this should be contested, in spite of the cost, as to not do so would result in further costs as PAT's model would then be open to challenge in the future.</p> <p><u>CYP</u></p> <p>The restructure is in the early stages at this school. It is a difficult situation as the school is expecting an OFSTED inspection at any time and staff morale will not be high during the process. The school needs to save £100K going forward. The Trust is conscious of the potential impact on Little Cypress which requires high ratios but which will have approximately 8 staff members in scope. The site team will also be in scope of the restructure.</p> <p>Directors agreed that the restructure has to go ahead regardless of the potential of an OFSTED inspection, saying that it was important not to have ineffective staff in place at the time of the inspection.</p>	
<p><b>9.</b></p>	<p><b>Staffing</b></p> <p>This item has already been covered elsewhere in the agenda.</p>	
<p><b>10.</b></p>	<p><b>Trust Governance Training and Development</b></p> <p>Directors' discussed how the Trust can promote training for MACs and the difficulties faced in the current provision.</p> <p>Octavo's courses run in Central Croydon and in Bromley. The Chair felt that too many courses take place in Bromley but are not repeated centrally. It was also agreed that online courses were frequently much more convenient for MACs who are prevented from attending in-person training for a variety of reasons.</p> <p>A director confirmed that Academy Ambassadors provide online training for people that they place with schools.</p> <p>A method of tracking training needs to be developed. It was thought that Octavo had a facility to track training completion on its courses on its online platform.</p>	

	<p><b>ACTION: KS to send details of the courses that appear to only take place in Bromley.</b></p> <p><b>ACTION: RH to investigate membership of the NGA for the Trust.</b></p> <p><b>ACTION: RH to confirm whether Octavo have a facility to track course completion online.</b></p> <p><u>Governor visits</u></p> <p>The form for MAC visits needs to be agreed and issued to all MACs.</p> <p>Directors attending MAC meetings need to inform the Chair that they are doing so.</p> <p><b>ACTION: Issue and agree MAC visit form.</b></p>	<p><b>083</b></p> <p><b>084</b></p> <p><b>085</b></p> <p><b>086</b></p>
<b>11.</b>	<p><b>Facilities Management</b></p> <p>The CEO explained that a CIF bid had been accepted, providing CYP with approximately £300K funding to replace the boilers in Upper CYP – the work will be carried out during the summer holidays. He said that the £300K reserved in the accounts for the work will now be able to be used for other capital works in the school. The plan is to continue to invest in improving classrooms as they tend to be the area that new parents observe most closely when they visit the school and the school office in Upper CYP will be moved to beneath the Community Room, allowing the Trust to further improve safeguarding on the site. The old school office will be converted to a library which the parents have said they wish to fund.</p> <p>A director raised a concern that the Trust were spending money on capital works at the same time as they were commencing a restructure of staffing at the school, however they were assured that the monies spent on capital works were a separate and ring fenced budget which cannot be spent on operational expenses.</p> <p><b>RESOLUTION: Directors agreed that the preparatory work for the relocation of the school office could go ahead.</b></p>	
	<b>School-specific</b>	
<b>12.</b>	<p><b>Academy Councils</b></p> <p>To note academy council minutes (Spring 2019 meeting)</p> <p>12.1 Whitehorse Infant School</p> <p>12.2 Whitehorse Junior School</p> <p>12.3 Ecclesbourne Primary School</p> <p>12.4 Beulah Infant School</p> <p>12.5 Cypress Primary School</p> <p>The minutes that were available for directors were noted. A system is in place to ensure that minutes production is improving.</p> <p><b>ACTION: Add KS to the minute distribution after each meeting.</b></p>	<b>087</b>

	<b>Administration</b>	
<b>13.</b>	<p><b>Correspondence to the Chair</b></p> <p>There was no correspondence to the Chair.</p>	
<b>14.</b>	<p><b>Confidential items</b></p> <p>There was one confidential item discussed; please see separate minutes.</p>	
<b>15.</b>	<p><b>Any other business</b></p> <p><u>Easter School and holiday camp</u></p> <p>The Easter school was very successful; teachers believe that this assists best the children who are in the grey area between passing and failing. These children typically do not benefit from two weeks out of school at this time of year and the Easter school helps to bridge the gap.</p> <p>The holiday camp run at CYP was very well attended.</p> <p><u>Food initiatives</u></p> <p>BINF are investigating providing Magic Breakfast for their children and the Trust have been asked to participate in Holiday Hunger, a Croydon initiative, which is a month long activity camp during the summer activities designed to provide food and activities for children from poor backgrounds.</p> <p><u>Staffing</u></p> <p>Currently 4 teachers (2 Year 2 and 2 Year 6) are required for September.</p> <p><u>EPS</u></p> <p>The directors wished to register their thanks to GO for all her help and support at EPS during the restructuring process.</p> <p><u>New directors</u></p> <p>Directors discussed sources of new directors, including Academy Ambassadors and Governors for Schools, which will be investigated by the Chair to fill the current vacancies.</p>	
<b>16.</b>	<p><b>Next meeting dates</b></p> <p>Wednesday, 1<sup>st</sup> of May 2019 MACs' and Directors' Day  Friday, 12<sup>th</sup> of July 2019 at 1:30 pm BoD meeting (final approval of budgets before submission to ESFA)</p> <p><b>Suggested dates for 2019-20:</b></p>	

	Thursday, 26 <sup>th</sup> of September 2019 Joint MACs and Directors Business meeting Friday, 13 <sup>th</sup> of December 2019 AGM and BoD meeting Friday, 14 <sup>th</sup> of February 2020 BoD meeting Friday 24 <sup>th</sup> of April 2020 BoD meeting Wednesday, 6 <sup>th</sup> of May 2020 MACs' and Directors' Day Friday 10 <sup>th</sup> of July 2020 BoD meeting (final approval of budgets before submission to ESFA)	
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There being no further business for discussion the Chair thanked everyone for their contributions.

The meeting ended at 3:45 pm.

Signed as a true and accurate record of the meeting	
Chair's signature	
Chair's name	
Date	